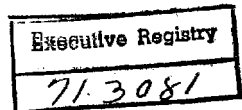


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DTR-6359**SECRET**

28 MAY 1971

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH

: Deputy Director for Support/

Psw JUN 1971

SUBJECT

: OTR Annual Report

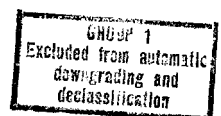
I am aware of the need to furnish you with an annual report on the quality of OTR training and of your request that I comment particularly on its "usefulness to management." We are heavily engaged in a new look at our training efforts to assure a high quality of training in a sequence that will assist management in planning career development, and which provides a greater flexibility for timely preparation for specific assignment as well as professional growth of all personnel. I anticipate that the OTR curriculum of courses will be changed in important ways by this review. To assist me in this work I have constituted a Curriculum Council as a permanent OTR body. Its objectives, tasks, and preliminary findings and recommendations are described in the attachment. I ask that the annual training report be delayed until approximately February 1972. By this time the primary work of the Council will have been completed and its major recommendations submitted. I can say now that one of the reasons for the creation of the Curriculum Council is not only to assure a training program more useful to management but one which will be utilized more fully in the career development and personal growth of all Agency personnel.

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HUGH T. CUNNINGHAM
Director of Training

Att

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26 April 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : OTR's Curriculum Council (CC)

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1. The Curriculum Council, composed of three School Chiefs, the [REDACTED] Chief, Component Training, and chaired by the DDTR, was established in late 1970 to examine every course given by OTR (there are some 70 of these) and to terminate those of questionable value and merge others that are related in order that more attention can be given to fewer and better courses, to timely discussions in brief presentations like that of [REDACTED] like the youth and dangerous drug forums and hopefully to lead the way in various of the Agency's programs by providing a forum where hard questions can be asked and answers found.

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2. The proliferation of courses in the sixties in OTR and other Agency components responded to demands and voids in our training program. The inordinate weight the CT Program was accorded in determining both courses and schedules recognized the large professional input that it came to represent in the second half of the sixties. During the sixties the "across Directorate" courses--like the Midcareer Course came into their own and special emphasis was finally given to management and supervision courses--the Grid and the Advanced Planning and Management Seminar are examples. Side by side with these developments has been an ever increasing emphasis on the Agency's external training program (about 1 1/2 million spent in FY 1970). The need to see overall the content of OTR courses has always existed but because the proper vehicle was not found past efforts failed. A combination of School Chiefs and this office was not tried. I think that this combination will work and accordingly established the CC as a permanent policy-making body of this Office to keep under regular review:

- a. What the OTR curriculum should be.
- b. How teaching resources should be organized and allocated.
- c. On-going programs to assure they answer today's and future needs and are current substantively as well as on top of new teaching methods.

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3. The CC's initial charter includes the following:
 - a. Review all courses in OTR.
 - b. Determine the relevance of course content.
 - c. Identify who needs a given course.
 - d. Identify and eliminate unnecessary duplication of courses.
 - e. Identify and suggest the development of needed new instruction.
 - f. Determine the place of instruction, that is, should OTR put it on or should it be done elsewhere.
 - g. Identify courses and programs--the goals of which would be achieved more efficiently through advanced educational technology.
 - h. Assure timely exploitation in all Schools of advances developed in one.
4. The accomplishments of the CC to date.

To date the CC has met on approximately 30 occasions and has reviewed:

- a. All 70 courses in the OTR curriculum.
- b. EOD training of clericals and professionals. See Attachment 1.
- c. The use and coordination of guest speakers in all OTR courses. The CC recommended and I have approved the centralization of all guest speaker activity and the assignment of a senior officer to monitor it.

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- d. The Intelligence and World Affairs Course (IWA - this is the basic EOD course as required by [REDACTED] and has recommended its merger with two other courses saving a total of seven weeks of training time. See Attachment 2.
5. The CC has recommended that there be substantive training "ladders" or tracks for each Directorate--to follow the IWA. The ladder of each Directorate to consist of: (See Attachment 3 - Examples of the CC's thinking on Directorate ladders.)
 - a. Core courses--to include a basic course at each career level, i.e., EOD to 30; 30 to 40 for midcareer and 40 to 50 for senior.
 - b. "Across-Directorate" line courses.
 - c. "Peg" courses--these are event related, i.e., available to be taken whenever either an operational need or assignment demands.
 - d. Basic skills courses--i.e., writing, listening, reading, briefing techniques, typing, map reading, etc.
6. At present the CC is studying the possibility of merging the AIS (Advanced Intelligence Seminar) and the MEDC (Midcareer Executive Development Course). Recommendations on this merger proposal will be forthcoming.

SIGNED

HUGH T. CUNNINGHAM
Director of Training

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Approved For Release 2001/07/30 : CIA-RDP78-06217A000200100005-9 Attachment 1

In its review of training opportunities available to clerical personnel, the Council reached three major conclusions.

a. With the exception of courses designed to upgrade specific skills (Clerical Refresher) or to prepare for a particular type of job (Information Reporting, Reports, and Requirements; Field Finance; and so forth) no internal training has been developed for clericals beyond the EOD period.

b. OTR involvement in the handling of clerical EODs is only partly a training or orientation activity.

c. A number of problems exist in the handling of clerical EODs and while some of these may be insoluble (shortcoming and temporary housing and so forth), others seem susceptible to alleviation if not cure; for example, not enough meaningful activity while in "holding" status in the Temporary Assignment Section.

While the CC has made a total of six recommendations in order to improve the quality of clerical training and to insure an effective familiarization of the functions and responsibilities of the Agency and to the inculcation of knowledge and skills essential to clerical functions, these have not yet been discussed in any definitive manner with the Office of Personnel. The thrust of the OTR position vis-a-vis the Office of Personnel will be to urge a division between those EOD procedures such as testing, qualifying, and clearing and OTR's training responsibilities. The Council has proposed that the EODs be turned over to OTR once they are completely free of other holds or responsibilities which may interfere with training. The Council has also recommended to me that a new approach to the recruitment of clericals, i. e., the advancing of funds for those who do not meet Agency qualifying stenographic standards to attend a business school in their community would permit time for the security clearance, cause all to enter on duty with the necessary qualifications and eliminate the need for qualifications training and most important go a long way from eliminating the worst feature of EOD training--"the pool"--this program could even save a slot or two.


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It is in relation to the basic course for professionals, the Intelligence and World Affairs (IWA) that the Council has also made recommendations which I have approved. At the present time there are two IWA courses; one is for four weeks for all EODs and another is for five weeks which is a special version for CTs. Effective 12 July 1971 there will be only one IWA for all new professionals. It is to be four weeks long and will include portions of the Intelligence Techniques (a three week course), Operations Familiarization (a four week course), and the present IWA. I have accepted the Council's recommendations eliminating both the OFC and the ITC. I am convinced that a good introduction to intelligence and world affairs and responsibilities of this Agency can be presented in approximately four weeks.

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SKILLS	DDI	EVENT RELATED-TRAINING
READING WRITING LISTENING BRIEFING CONFERENCE MAP READING TYPING	SENIOR	AREA AND PROBLEM SEMINAR
	MID	SUPERVISORY MANAGEMENT
	AMP	COUNTRY SURVEYS (USSR- CHINA) 25X1A
		
	GRID	INT. RESEARCH TECHNIQUES
	IPC	
	IWA	

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SKILLS	DDP	EVENT-RELATED TRAINING
READING WRITING LISTENING BRIEFING CONFERENCE MAP READING TYPING	SENIOR	COS SEMINAR AREA AND PROBLEM SEMINAR COUNTRY SURVEYS (USSR- CHINA)
	MID	CA OPS SEMINAR
	AMP	S&T SB OPS
	AOC	[REDACTED] 25X1A SUPERVISORY MANAGEMENT 25X1A
	(COMPONENT TRAINING)	INSTRUCTOR TRAINING COURSE [REDACTED]
	GRID	ASOT WEAPONS VPO OFC OIC IRRR IR FAM RECORDS I, II, III FOF FF&L OO
	BOC	
	IWA	

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SKILLS	DDS	EVENT-RELATED TRAINING
READING WRITING LISTENING BRIEFING CONFERENCE MAP READING TYPING	SENIOR MID AMP (COMPONENT TRAINING) GRID IWA	AREA AND PROBLEM SEMINAR INSTRUCTOR TRAINING COURSE25X1A  SUPERVISORY MANAGEMENT FOF FF&L OO

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SKILLS	S&T	EVENT-RELATED TRAINING
	SENIOR	
	MID	
	AMP	AREA AND PROBLEM SEMINAR
	(COMPONENT TRAINING)	SUPERVISORY MANAGEMENT
		25X1A 
	GRID	
	IWA	
READING		
WRITING		
LISTENING		
BRIEFING		
CONFERENCE		
MAP READING		
TYPING		

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